

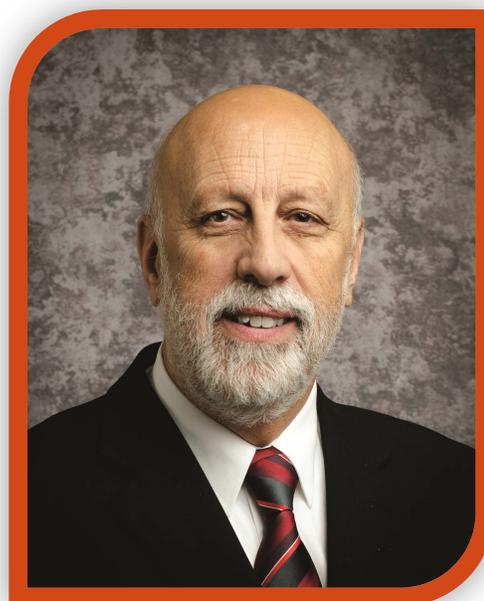
# Council on Higher Education

## **Activity Plan**

September 1, 2017 – August 31, 2020

## Chairperson’s Message

Pursuant to the Transparency and Accountability Act, the Council on Higher Education is defined as a category 3 entity. As such, I am pleased to submit the Council’s three-year Activity Plan. This plan covers the period of September 1, 2017 to August 31, 2020.



In developing this plan, the Council has considered the strategic directions of Government, including those outlined in The Way Forward. I am pleased to report that after almost a decade of inactivity, the Council on Higher Education is now working within the authority granted under the Council on Higher Education Act and is committed to informing the future of Newfoundland and Labrador’s public post-secondary education system through improved engagement, shared resources and increased collaboration.

My signature below is on behalf of the Council on Higher Education and is indicative of the Council’s accountability for the development of this plan and the achievement of its objectives.



**HONOURABLE AL HAWKINS**

Minister of Advanced Education, Skills and Labour

# Table of Contents

Overview ..... 3

Mandate ..... 6

Values ..... 6

Primary Clients..... 7

Vision ..... 7

Objectives ..... 7

Conclusion ..... 9

Annex – Council on Higher Education Act ..... 10



## Overview

The Council on Higher Education (CHE) was formed in 1992, through a protocol agreement, as a joint venture of the Government of Newfoundland and Labrador, Memorial University and the five public Colleges of Applied Arts, Technology and Continuing Education (i.e., Cabot College, Eastern College, Central Newfoundland Community College, Westviking College and Labrador College). The CHE provided advice on policy and planning issues and developed mechanisms for coordination and credit transfer among public post-secondary education institutions. Since that time, the five community colleges amalgamated into College of the North Atlantic.

In 2007, the Council on Higher Education Act (the Act) was proclaimed and the CHE was given instruction to provide recommendations to public post-secondary institutions and the Provincial Government with respect to:

- The strategic direction for public post-secondary education;
- Reduction of unnecessary duplication of effort and expense;
- The sharing of library resources, information, career counselling, academic and pre-enrolment advice services, disability services, housing services, distance education delivery and other student support services;
- Cost-effective provincial, national and international student recruitment policies and standards and student recruitment activities;
- Student credit transfer arrangements among the university, the college and other accredited provincial, national and international post-secondary educational programs; and
- Other matters related to the university and the college that the Council considers necessary.

The CHE's recommendations are to be guided by:

1. Promotion of a shared approach between the university and the college with respect to program planning and delivery;
2. Fostering and promoting the collaboration of the university and the college on issues related to economic development in the province; and
3. Enhancing cooperation and specialization in the delivery of post-secondary academic programs in areas agreed upon by the Council.

In 2016, the Provincial Government launched *The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador* to guide Provincial Government actions to achieve greater efficiency, strengthen the province's economic foundation, enhance services, and improve outcomes to promote a healthy and prosperous province.

The Provincial Government committed, through Action 1.32, to work with Memorial University and College of the North Atlantic to enable them to increase the amount of research programs and initiatives undertaken at both institutions, identify ways for the university and the college to collaborate, partner and pool resources in applied research areas, and to assist in supporting and facilitating the transfer of students between the two institutions. This resulted in the reactivation of the Council on Higher Education in 2016-17, which includes representatives from the Provincial Government, Memorial University, College of the North Atlantic, and students.

The Province's post-secondary system seeks to be responsive to the needs of the local labour market while remaining an attractive destination for national and international students. Dynamically responding to those needs, while continuing to engage under-represented groups and maximizing student success, will assist in establishing a responsive system. In furthering the work of the CHE, it may contribute to various other provincial or institutional initiatives including: implementation of CNA Modernization Plan 2019, immigrant attraction and

retention activities under the Immigration Action Plan, development of a comprehensive human resource plan, dissemination of labour market information, and the growth of priority sectors.

As specified in the Act, the current council consists of eight members as follows:

- Minister of Advanced Education, Skills and Labour (Chair);
- Deputy Minister of Advanced Education, Skills and Labour;
- Chair of Memorial University's Board of Regents;
- Chair of College of the North Atlantic's Board of Governors;
- President of Memorial University;
- President of College of the North Atlantic;
- Memorial University Student Representative; and
- College of the North Atlantic Student Representative.

In addition to those listed in legislation, the CHE may appoint three optional members; however, to date, no optional members have been appointed. The CHE is not subject to the Independent Appointments Commission Act.

A Departmental employee serves as an officer to the CHE; the officer does not have voting privileges.

The CHE may establish committees as needed to carry out its mandate and to assist in its purposes. At present, no committees are established.

## Mandate

The establishment of the CHE is outlined in the Council on Higher Education Act, which was proclaimed January 26, 2007. The CHE is responsible for making recommendations to Memorial University, College of the North Atlantic and the Minister of Advanced Education, Skills and Labour with respect to:

- Strategic directions for public post-secondary education;
- Reducing duplication of effort and expense;
- Shared program areas;
- Cost-effective international recruitment policies, standards and activities;
- Student credit transfer arrangements; and
- Other related matters.

## Values

Members of the CHE are committed to:

**Collegiality:** We are leaders in provincial public post-secondary education with a commitment to engaging each other with respect, openness and trust in the pursuit of common objectives.

**Efficiency:** We commit to providing recommendations for the efficient and effective use of resources provided to our organizations and act in a manner that is environmentally, economically and socially sustainable.

**Engagement:** We independently and collectively commit to encourage directness, diversity and respect and to inspire each other to advance the defined priorities and encourage innovation and change.

## Primary Clients

The primary clients of the CHE are the member entities - Government of Newfoundland and Labrador, Memorial University, College of the North Atlantic and public post-secondary students. Recommendations will be directed to these entities.

## Vision

Economic and labour market growth through a coordinated and collaborative public post-secondary education system.

## Objectives

The following issues have been identified as key priorities for the 2017-20 planning period.

**Issue 1:** Engagement to identify further research opportunities in the province and foster collaboration to partner and pool resources in applied research areas.

Over the next three years, the CHE will work with the Provincial Government, Memorial University and College of the North Atlantic to identify opportunities to enhance research programs and initiatives undertaken at provincial public post-secondary institutions. It will also promote shared approaches in program planning and delivery and collaboration on issues related to economic development to further support applied research. The following objective will be the focus for each of the years ending August 31 in 2018, 2019 and 2020.

**Objective:** By August 31, 2018, the CHE will have assessed current research programs and initiatives, to identify opportunities to enhance research programs and initiatives through collaboration, partnership and the pooling of resources.

**Annual Indicators:**

- Assessed the current level of research programs and initiatives.
- Identified opportunities to enhance the amount of research programs and initiatives undertaken by public post-secondary institutions.
- Identified opportunities and made recommendations to members for collaboration, partnering and pooling of resources to further support applied research.

**Issue 2:** Supporting and facilitating the transfer of students between the two institutions.

The CHE believes that educational attainment is vital to labour market attachment and success and that all credentials achieved should be recognized by the province's public post-secondary institutions to ensure seamless academic mobility, non-duplication of effort, and cost-efficiency. The CHE has been mandated to support and facilitate the transfer of students between Memorial University and College of the North Atlantic. The following objective will be the focus for each of the years ending August 31 in 2018, 2019 and 2020.

**Objective:** By August 31, 2018, the CHE will have assisted the two-way transfer of students between institutions.

**Annual Indicators:**

- Assessed current student transfer opportunities.
- Consulted regarding opportunities to support the transfer of students between the two institutions.

## Conclusion

The CHE is committed to supporting the mandate provided through the Council on Higher Education Act and through the commitments identified in The Way Forward. The CHE will fulfill its mandate by providing opportunities for cooperation and collaboration in the areas of research programs, applied research activity and the transfer of credentials between Newfoundland and Labrador's public post-secondary institutions.

# Annex – Council on Higher Education Act

SNL2006 CHAPTER C-37.001

## COUNCIL ON HIGHER EDUCATION ACT

Amended:

### CHAPTER C-37.001

#### AN ACT TO ESTABLISH THE COUNCIL ON HIGHER EDUCATION

*(Assented to May 26, 2006 )*

#### *Analysis*

1. Short title
2. Definitions
3. Council
4. Quorum and voting
5. Committees
6. Expenses
7. Duties
8. Recommendations
9. Assistance to council
10. Administration
11. Action prohibition
12. Review committee
13. SNL1996 cC-22.1 Amdt.
14. RSNL1990 cM-7 Amdt.
15. Commencement

*Be it enacted by the Lieutenant-Governor and House of Assembly in Legislative Session convened, as follows:*

## Short title

1. This Act may be cited as the *Council on Higher Education Act*.

2006 cC-37.001 s1

[Back to Top](#)

## Definitions

2. In this Act

- (a) "college" mean the college established under the *College Act, 1996* ;
- (b) "college board" means the board as defined in the *College Act, 1996* ;
- (c) "council" means the Council on Higher Education established under section 3;
- (d) "department" means the department presided over by the minister;
- (e) "minister" means the minister appointed under the *Executive Council Act* to be responsible for this Act;
- (f) "post-secondary education" means courses, programs and subjects offered by the university or the college;
- (g) "university" means the Memorial University of Newfoundland established under the *Memorial University Act* ; and
- (h) "university board" means the board as defined in the *Memorial University Act* .

2006 cC-37.001 s2

[Back to Top](#)

## Council

3. (1) There is established a Council on Higher Education.
  - (2) The council shall, by virtue of their offices, consist of the
    - (a) chairperson of the university board;
    - (b) chairperson of the college board;
    - (c) minister;
    - (d) deputy minister of the department;
    - (e) president of the college; and
    - (f) president of the university.

- (3) In addition to the persons who are members of the council under subsection (2), the minister
- (a) shall appoint 2 persons, one who is a student enrolled at the university and one who is a student enrolled at the college, to be members of the council; and
  - (b) may appoint not more than 3 persons as members of the council,

for a term that the minister may establish.

(4) A person appointed under subsection (3) shall not serve as a member of the council for more than 2 terms.

(5) The minister shall be the chairperson of the board and shall be the presiding officer at all meetings of the council.

[2006 cC-37.001 s3](#)

[Back to Top](#)

### **Quorum and voting**

4. (1) A quorum of the council shall be a 2/3 majority of all its members.

(2) A decision of the council may be made by a 2/3 majority vote of all its members.

[2006 cC-37.001 s4](#)

[Back to Top](#)

### **Committees**

5. (1) The council may appoint one or more committees of one or more persons to carry out its mandate and to assist in its purposes.

(2) Persons appointed to a committee under this section shall be a member of the council or an employee of the university, college, government of the province or of Canada or an agency of the government of the province or of Canada .

(3) The council may

- (a) designate a person appointed to a committee under subsection (1) to be the chairperson of the committee to which he or she was appointed; and

- (b) establish the parameters and procedures of a committee appointed under subsection (1).

(4) A committee appointed under this section shall operate under the direction of the council and shall

- (a) be appointed for the time and purpose stipulated by the council; and

- (b) report , in writing, to the council as the council may require.

[2006 cC-37.001 s5](#)

[Back to Top](#)

## Expenses

6. (1) A member of the council or of a committee established under section 5 shall serve on the council or committee without remuneration for his or her duties related to the council or committee.

(2) A member of the council or of a committee established under section 5 is entitled to be paid for his or her expenses

(a) where he or she is employed by the university, college or the government of the province, from his or her employer at a rate that his or her employer may establish;

(b) where he or she is appointed by the minister under subsection 3(3) and

(i) is not an employee of the university, college or the government of the province, or

(ii) is a student appointed under paragraph 3(3)(a),

by the government of the province at a rate that it may establish; and

(c) where he or she is a member of the university board or the college board but is not employed by the university, college or government of the province, from the university or college for which he or she is a board member at a rate that the university or college may establish.

[2006 cC-37.001 s6](#)

[Back to Top](#)

## Duties

7. The council shall

(a) hold not fewer than 2 meetings in a year and those other meetings that it considers necessary;

(b) prepare and maintain accurate records of the meetings and business of the council; and

(c) at least twice annually review and report on shared program areas of the university and the college.

[2006 cC-37.001 s7](#)

[Back to Top](#)

## Recommendations

8. (1) The council shall make recommendations to the university, the college and the minister, as it considers appropriate, with respect to

(a) the strategic directions that should be implemented for post-secondary education in the province;

- (b) priorities for the provision of post-secondary education in the province to reduce unnecessary duplication of effort and expense;
  - (c) the sharing of library resources, information, career counselling, academic and pre-enrolment advice services, disability services, housing services, distance education delivery and other student support services;
  - (d) cost-effective provincial, national and international student recruitment policies and standards and student recruitment activities;
  - (e) student credit transfer arrangements among the university, the college and other accredited provincial, national and international post-secondary educational programs; and
  - (f) those other matters related to the university and the college that the council considers necessary.
- (2) In developing and making its recommendations the council shall
- (a) promote a shared approach between the university and the college with respect to program planning and delivery;
  - (b) endeavour to foster and promote the collaboration of the university and the college on issues related to economic development in the province; and
  - (c) recommend policies to enhance cooperation and specialization in the delivery of post-secondary education academic programs in areas agreed upon by the council.

2006 cC-37.001 s8

[Back to Top](#)

### **Assistance to council**

9. The council may request that members of the university board who are also appointed as members of the college board under subsection 10(2.1) of the *College Act, 1996* assist the council with respect to those areas for which the council may carry out duties or make recommendations under sections 7 and 8.

2006 cC-37.001 s9

[Back to Top](#)

### **Administration**

10. (1) The minister may appoint an employee of the department to be an officer of the council who shall

- (a) act as the secretary to the council;
- (b) carry out those duties required by the council;
- (c) supervise persons employed under subsection (3);

- (d) manage the business and affairs of the council and ensure that they are conducted in accordance with this Act;
- (e) co-ordinate and arrange the meetings, work and duties of the council; and
- (f) prepare and maintain plans, records, annual and other reports of the council operations, proceedings and transactions.

(2) An employee appointed as officer of the council under subsection (1) shall attend all meetings of the council but shall not vote on matters before the council.

[2006 cC-37.001 s10](#)

[Back to Top](#)

### **Action prohibition**

**11.** A member of the council or of a committee established under this Act or a member of the university board referred to in section 9 is not personally liable in an action or a proceeding for or in respect of an act or thing done or omitted by him or her in good faith in the exercise or purported exercise of his or her duties or powers under this Act or for costs in connection with that action or proceeding.

[2006 cC-37.001 s11](#)

[Back to Top](#)

### **Review committee**

**12.** The minister shall establish, for a period that the minister may determine, a review committee of one or more persons whose function is to review every 5 years the operation of this Act and to report to the minister concerning its operation and stating whether, in its opinion, the principles and purpose of this Act are being followed.

[2006 cC-37.001 s12](#)

[Back to Top](#)

SNL1996 cC-22.1 Amdt.

**13. Section 10 of the *College Act, 1996* is amended by adding immediately after subsection (2) the following:**

(2.1) Three of the members referred to in subsection (1) shall be the same persons who are appointed under paragraph 22(2)(c) of the *Memorial University Act* .

[2006 cC-37.001 s13](#)

[Back to Top](#)

RSNL1990 eM-7 Amdt.

**14. Paragraph 22(2)(c) of the *Memorial University Act* is repealed and the following substituted:**

(c) 17 members appointed by the Lieutenant-Governor in Council of whom 3 shall be the same persons who are appointed under subsection 10(2.1) of the *College Act, 1996* ; and

[2006 cC-37.001 s14](#)

[Back to Top](#)

**Commencement**

**15. This Act comes into force on a date to be proclaimed by the Lieutenant-Governor in Council. (In force - Jan. 26/07)**

[2006 cC-37.001 s15](#)

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